



Flying to Tokyo



Pioneering African Aviation since 1946: *Past, Present & Future*



1946:
**1st scheduled flight to
Cairo with DC-47**



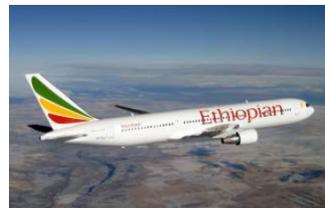
1958
1st Flight to Frankfurt



1960:
**1st East-West Africa
flights**



1962:
**1st jet service in
Africa**



1984:
1st African B767



1998:
**Launch of Transatlantic
flight to US**



2010:
**1st African
B777-200LR**



STAR ALLIANCE

2011:
Star Alliance member



2012:
**Only direct connection
between Africa & Canada**



2012
1st African B787



2013:
**Only connection between
Brazil & West Africa**



2016:
1st African A350

Key Facts

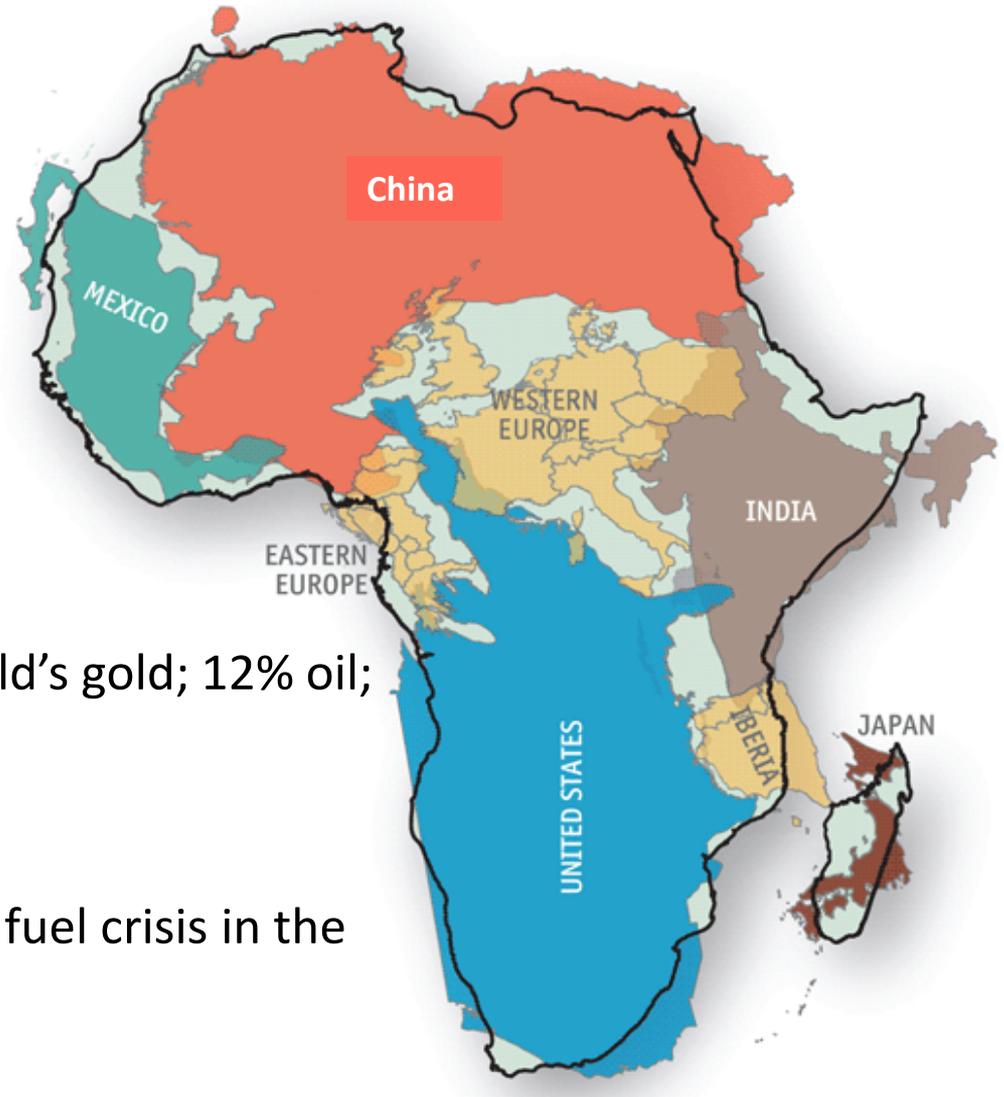
Founded	1945 with support of TWA
Passengers	6 million passengers
Fleet	66 aircraft (7 years av. age)
Main Hub	Addis Ababa
<ul style="list-style-type: none">• 2nd Hub• 3rd Hub	Togo - Lomé Malawi - Lilongwe
Destinations	International - 82 Domestic – 18
Employees	+ 8000
Ownership	100% Ethiopian Government
Weekly Flights	+ 1330 – Weekly flights + 200 – Daily departures
Global Alliance	Star Alliance Member



Africa: Last Frontier of Globalization



- **1 billion young population**
- **2nd fastest** growing continent
- **60%** of world's uncultivated arable land
- **Untapped resources:** 42% of world's gold; 12% oil; 90% diamond, etc...
- **Best solution** for possible food & fuel crisis in the world
- **Fast growing middle class** for consumer market



Ethiopia Roaring!

One of the Fastest Growing Economy in the World



Growth & Transformation

(2010-2015)

- GDP: +11%
- **Infrastructure** development:
 - **Road:** 64,500 km
 - **Rail:** 2395 km
 - **Energy:** 10,000 MW
 - **Telecom:** 50 million mobile users
- **Addis:** 2nd city in Africa to have city train service
- Significant improvement in **human development index**
- Broad based & **all inclusive economic development**





Fast Growing Africa-Japan Economic Relations



- Japan's investment into Africa was **\$ 6 billion** in 2012
- Japanese Official Development Assistance to Africa averaged about **\$1.8 billion per year** between 2008-2012
- Japan pledges **\$32 billion aid** for Africa to boost investment
- **25 billion \$ worth of trade** between Africa & Japan in 2012 & growing
- Japan supports Africa in developing **human capital** for private companies & in management strategies





Growing Traffic Flow between Africa & Japan



- Total traffic flow between Sub-Saharan Africa & Japan: **over 100,000 annually roundtrip**
- Major destinations between Sub-Saharan Africa & Japan: **South Africa, Nigeria, Kenya, Tanzania, Uganda, Senegal, Angola, Ghana, Ethiopia**



Source: PaxIS, traffic estimate between March 2013-'14



Japan: The Land of Rising Sun



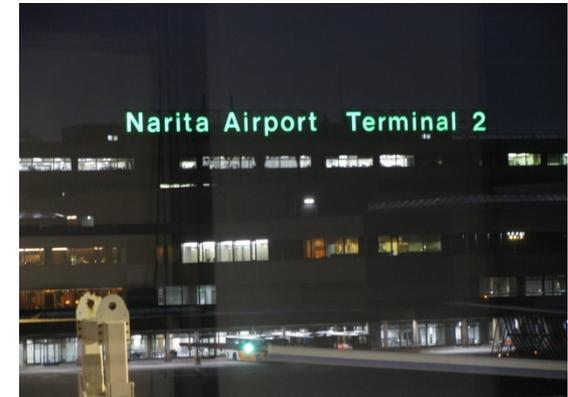
- **3rd largest economy** in the world
- Home to **the largest technologically advanced** producers of motor vehicles, electronics, machines and chemicals
- Eye-catching **cultural, historical & architectural marvels**
- **Strong air connectivity** in Asia thanks to ANA



Connecting Africa & Tokyo using B787: *Ultimate in On-Board Comfort*



- Ethiopian Airlines will operate **three weekly flights** to Narita International Airport using **B787**
- Narita airport considered **as the sky-gateway** of Japan
- **35.4 million passenger** handled in Narita airport in 2013
- **B787: Ultimate in on-board comfort**
 - ✓ *Higher cabin humidity*
 - ✓ *Lightening adaptable to outside environment*
 - ✓ *Individual IFE in economy class*
 - ✓ *Environmentally friendly*



All Nippon Airways: Strong Partner in Asia



- Ethiopian Airlines and All Nippon Airways are **launch customers** of the technologically advanced **787 aircraft**
- Both airlines are **Star Member Carriers** offering seamless and convenient connectivity options between Africa and Asia
- Ethiopian *ShebaMiles* and All Nippon Airways **Frequent Flier Program** have a Star Alliance partnership allowing their frequent flyers to enjoy privileges in both airlines
- **Strengthen commercial partnership**



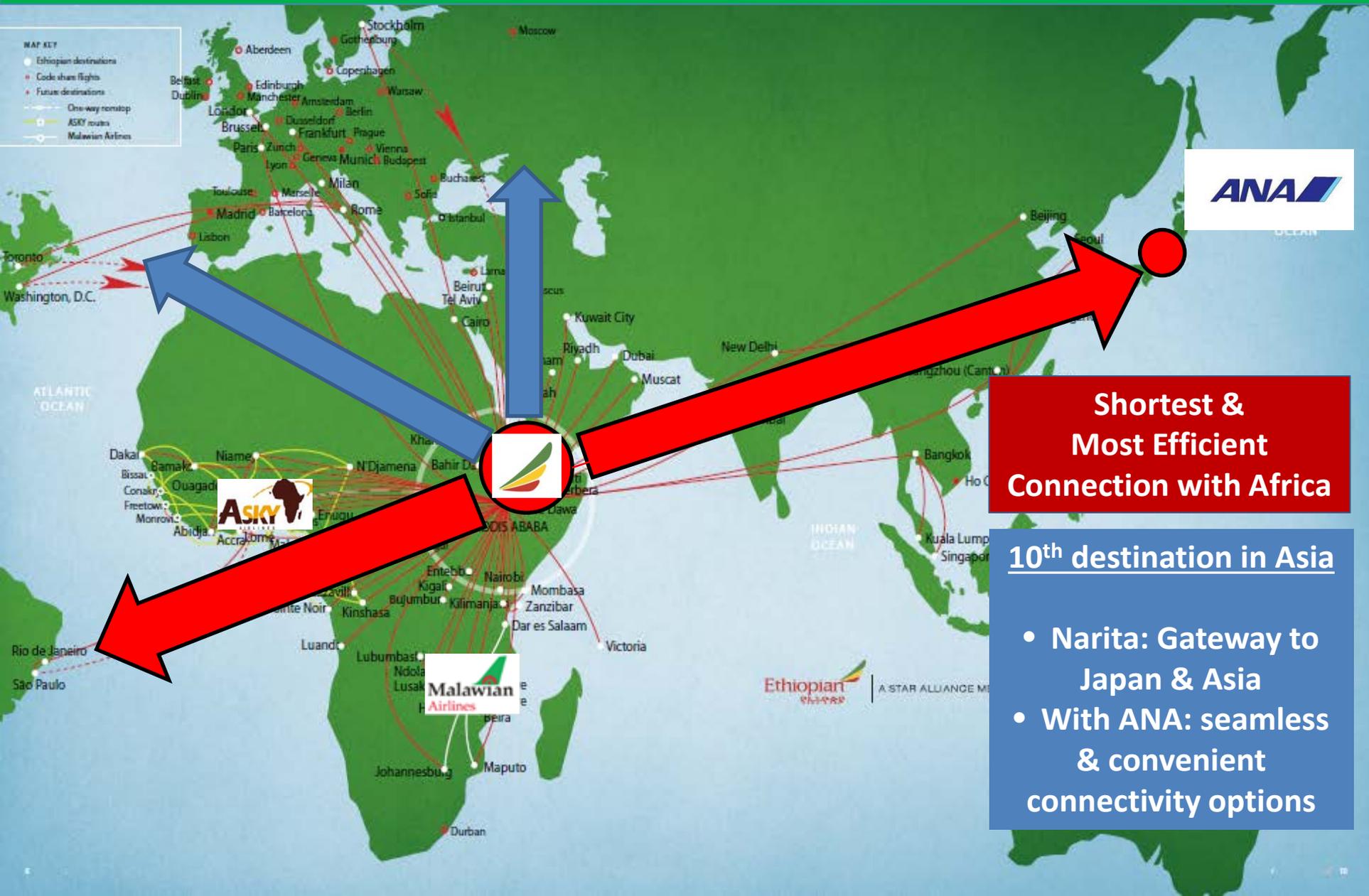
STAR ALLIANCE

Largest Network of Any African Airline



5 Continents; 82 International; 49 African & 18 Domestic Destinations

Addis Ababa: Soon Best Gateway for Japan to Africa thru the AU HQ



Star Alliance: *Seamless & Convenient Global Connection*



**Connecting Earth: Leading global network,
Serving +1,200 airports & 193 countries!**

Fast Growing & Modern Fleet



- 7 - B787-8
- 2 - B777-300 ER
- 6 - B777-200LR
- 12 - B767-300
- 4 - B757-200
- 5 - B737-700NG
- 10 - B737-800W
- 13 - Q400
- 2 - B777F
- 2 - B757-260F
- 2 - MD-11F

66
in service



On order:

- 14 - A-350
- 8 - B787-800s
- 4 - B737-800
- 2 - B777-300 ER
- 4 - Q-400
- 4 - B777-300 F

32
on order



+ Narrow body aircraft under evaluation

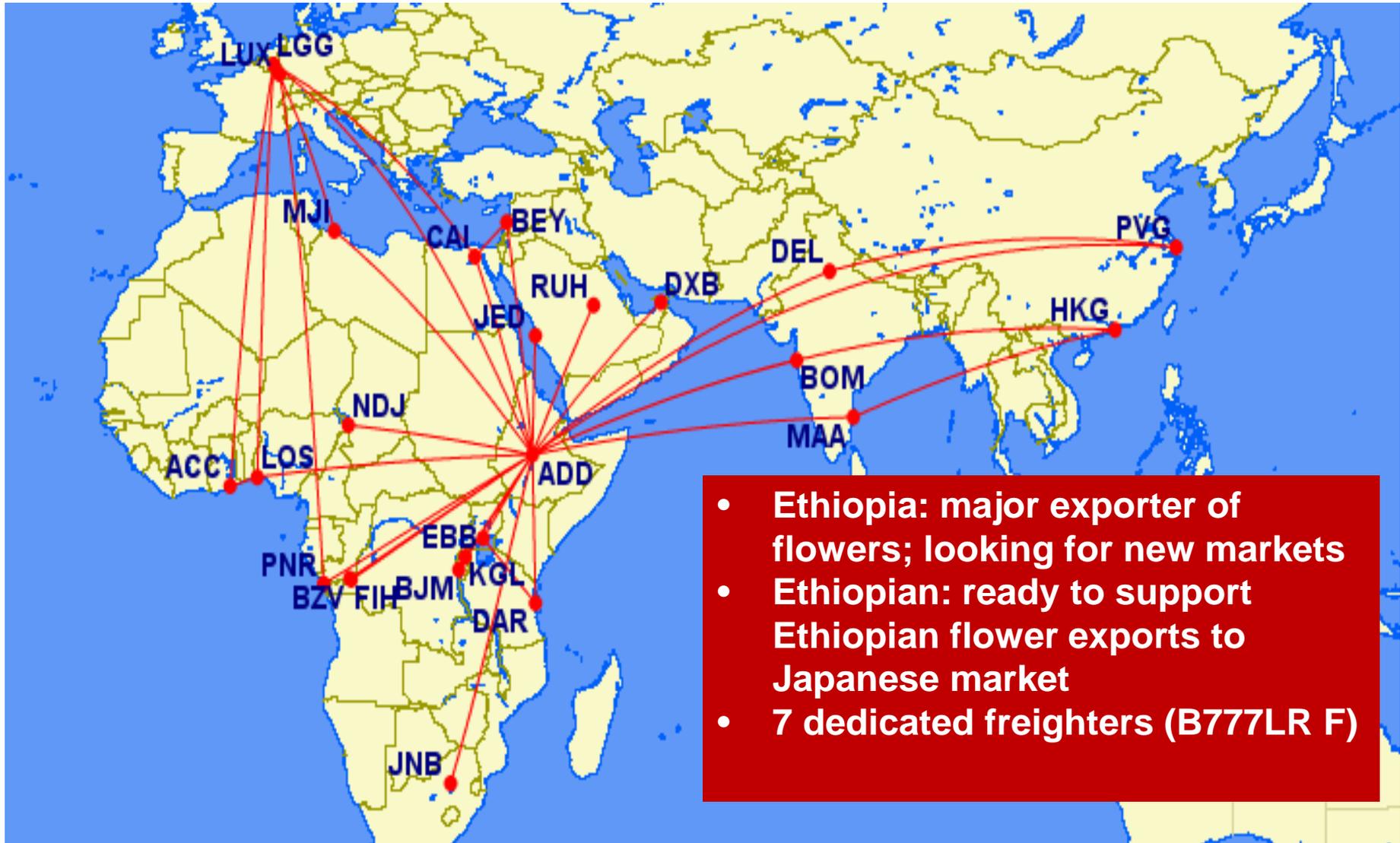


A STAR ALLIANCE MEMBER 

Largest Cargo Airline in Africa



Freighter Network: Africa (15), Gulf, Middle East & Asia (7), Europe (2)

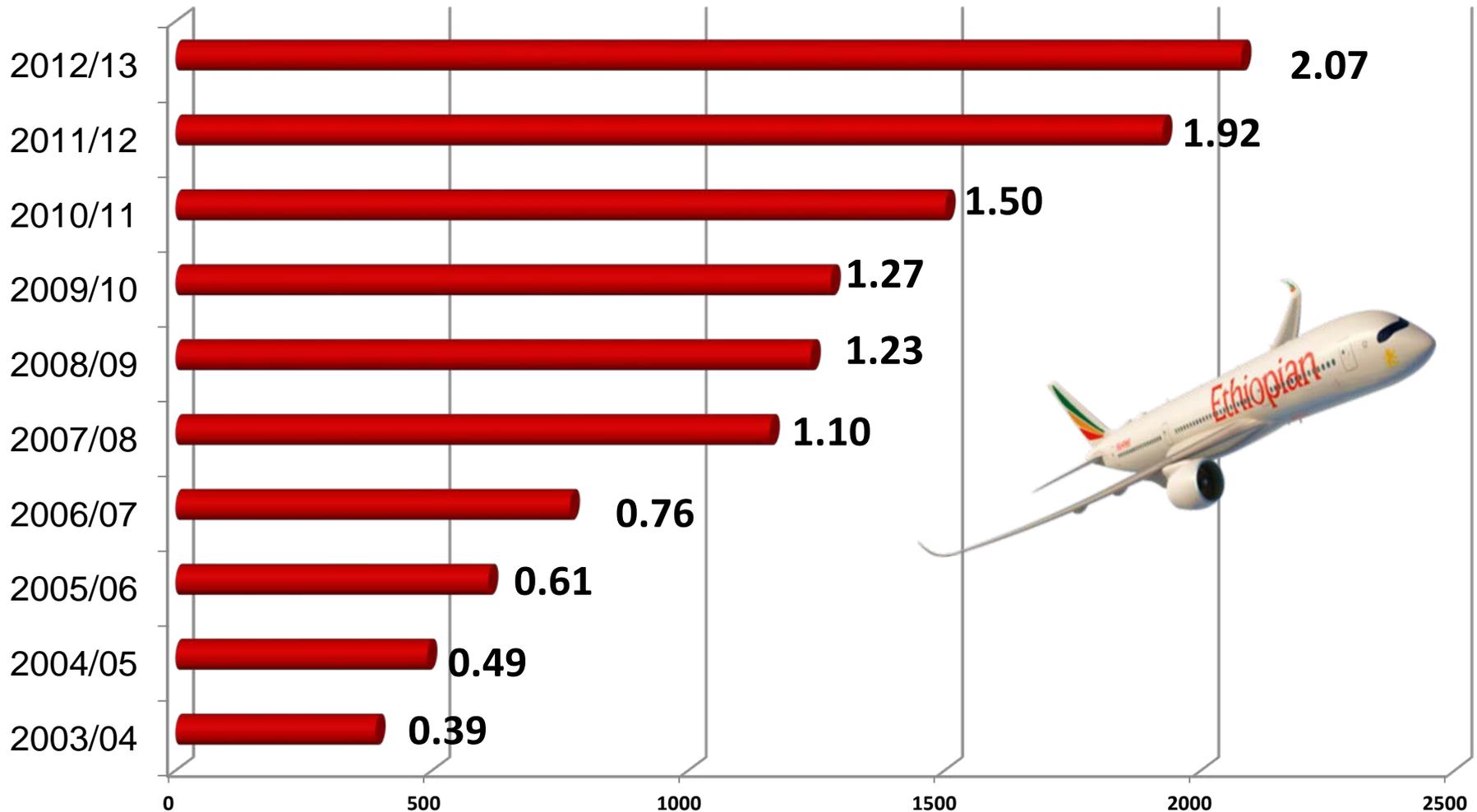


- Ethiopia: major exporter of flowers; looking for new markets
- Ethiopian: ready to support Ethiopian flower exports to Japanese market
- 7 dedicated freighters (B777LR F)

Fast, Profitable & Sustainable Growth 2003/04 – 2012/13



Revenue Grew more than 530% in 10 years in USD



Continued Fast, Profitable & Sustainable Growth



2012-13 Performance: **Fast, Profitable & Sustainable Growth**

Capacity (ASK):

+15%

Passenger carried: 5.5 million

+13%

Available Ton Kilometer
(ATK):

+13%

Op. Revenue: 2.1 billion USD

+14%

Operating Profit: 110 Million
USD

+165%



Our Vision 2025

Leading Airline Group in Africa



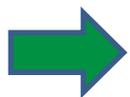
Our Vision 2025:

Bringing Africa Together & Closer to the World



- **10 billion \$ revenue** (2.1 billion \$ currently)
- **1 billion \$ profit**
- **More than 100 international & 26 domestic destinations** (*82 international currently*)
- **140 aircraft** (*66 aircraft currently*)
- **18 million passengers** (*6 million currently*)
- **820,000 tons of cargo** (*200,000 tons currently*)
- **17,000 employees**

Strategic Goals



Leading Airline Group in Africa with 7 Profit Centres

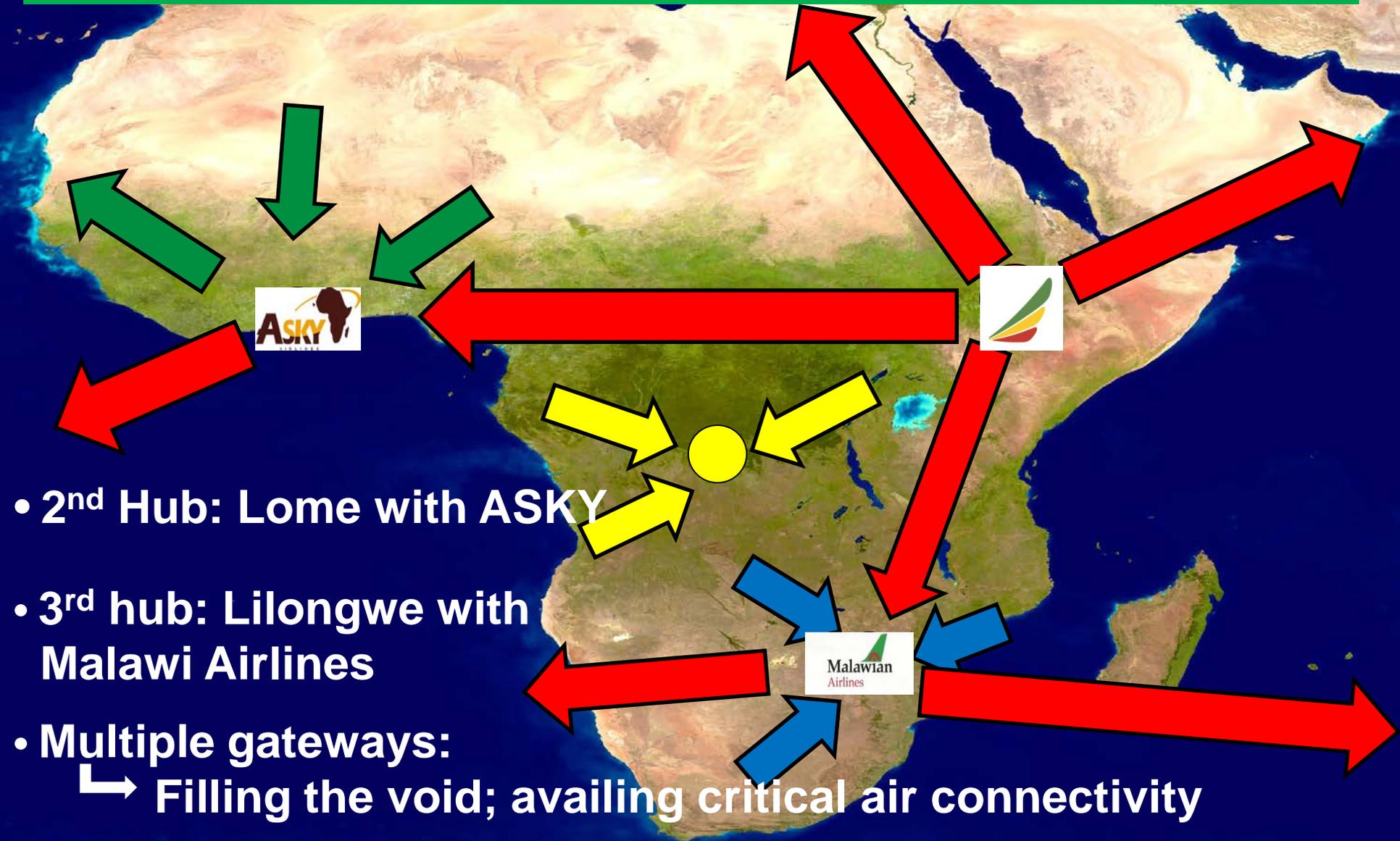
Overarching Strategies: Vision 2025



- **Fast, profitable & sustainable growth** with strong **synergy** among business units
- **Cost Leadership**
 - *Network*
 - *New & modern fleet*
 - *Labour cost*
 - *Operational excellence*
- **4 Star airline with 5 star service delivery**
 - *African flavoured Ethiopian hospitality*
- **Multi-hubbing in Africa**
 - *One brand with multiple products (hub-spoke)*
 - *Transformation to Aviation Group with 7 SBUs*



**Multiple Hubs: Necessity for continent bigger than
*USA - China - India - Europe - Mexico - Japan Combined!***



• 2nd Hub: Lome with ASKY

• 3rd hub: Lilongwe with Malawian Airlines

• Multiple gateways:
↳ Filling the void; availing critical air connectivity

New Business Model

Diversified Aviation Business Model

Ethiopian Airlines Group with 7 Business Units



Aviation Academy

EASA & FAA Certified

- **Pilots** Training School
 - Aircraft **Maintenance** Technicians School
 - School of **Marketing & Finance**
 - **Cabin Crew** Training School
 - **Simulator** Training
 - For B737, B757 & B767
 - Q-400
 - Soon B787 & B777
- ➔ - **1,000 Trainees in-take annual capacity**
- **4,000 annual in-take capacity by 2025**



Africa's leading
Training Programme

Maintenance Base



- Complete **maintenance package** on Boeing & Bombardier models
 - ✓ Complete **routine checks** per manufacturers planning data or **customized package**
 - ✓ **Avionics** Installation (New/Upgrades)
 - ✓ Extensive **structural repairs & modification work**

- **Complete Repair, Modification, Overhaul and Testing:**

P & W Models : PW127,PW121 and PT6

CFM Model: CFM 56-3/7

APUs: GTCP331-200

- ✓ **Modular Maintenance:**

P & W Models: PW4000 & PW2000

- ✓ **Engine Performance Test**

- ✓ **Special Process Shops:**

(machining, electro-chemical plating, welding, plasma spraying & vacuum furnace heat treatment)



MAINTENANCE,
REPAIR &
OVERHAUL

4 Pillars of Our Vision 2025



1. Fleet: Current Orders of 32 aircraft

- B777s; A350s; B787s; B737s; Q-400s



2. Infrastructure

- New cargo terminal: **1.2 million tons** capacity
- New MRO hangar
- Addis Airport expansion (**250 million \$**)



3. HRD

- Academy expansion: curriculum & in-take
- **4,000 trainees** annual in-take capacity: **80 million \$** investment
- Additional investments in Pilot training: Q-400 simulator; B787 Simulator;

4. Systems:

- ICT, Policies, Procedures & Processes: **32 million \$** investment



9 Prestigious Awards in 2013



- “**African Airline of the Year**” Award from African Airlines Association (AFRAA) on November 26, 2013
- **Africa’s Best Business Class Airline by Chinese passengers** at the 9th Annual Best Travel Media Award ceremony held in Beijing, China
- SKYTRAX “**Best Staff Service in Africa**”, Paris 2013
- Passenger Choice “**Best Airline in Africa**”, Anaheim, California, Aug. 2013
- Ethiopian Airlines CEO Tewolde Gebremariam won **2013 Airline Strategy Awards for Regional Leadership** on July 14, 2013.

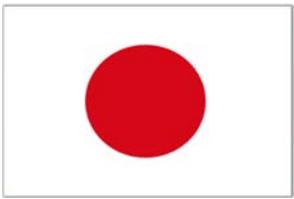


9 Prestigious Awards in 2013



- **“Customer Service Leader”**, Service Quality Institute's Worldwide in Istanbul Turkey on October, 2013
- **“African Airline of the Year”** at 9th Travel Market, AKWAAB, meeting in Nigeria at Eko Hotel Convention Centre on 27 October 2013
- **“Best Cabin Crew in Africa”** at 9th Travel Market, AKWAAB, meeting in Nigeria at Eko Hotel Convention Centre on 27 October 2013
- **2013 Planet Africa Professional Excellence Award** on 2 November 2013 during a ceremony held at the International Centre in Toronto, Canada





Fly Ethiopian



- **Fast & efficient connections to 49 African cities** every day
- **Convenient schedules** – to any of African destinations of your choice
- **New, modern & latest technology fleet**
- **Award-winning cabin service**
- **Safe, reliable & comfortable service**
- **70 years of proven experience** in serving customers





Fly Ethiopian



One Stretch Flight from Japan to Ethiopian Tourism Destinations

Gondar



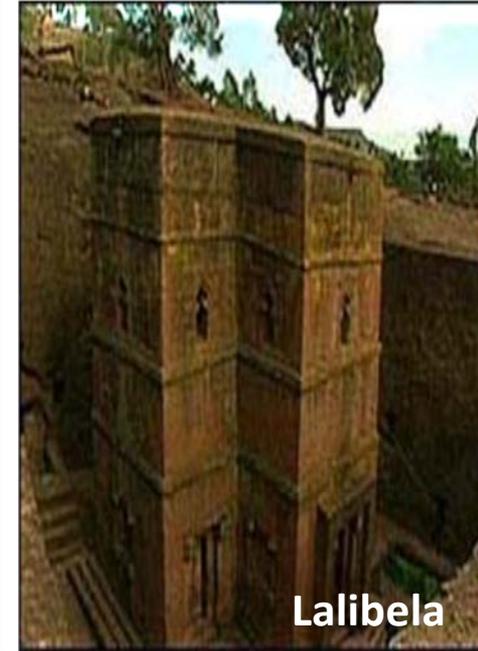
Harar



Axum



Lalibela





Fly Ethiopian

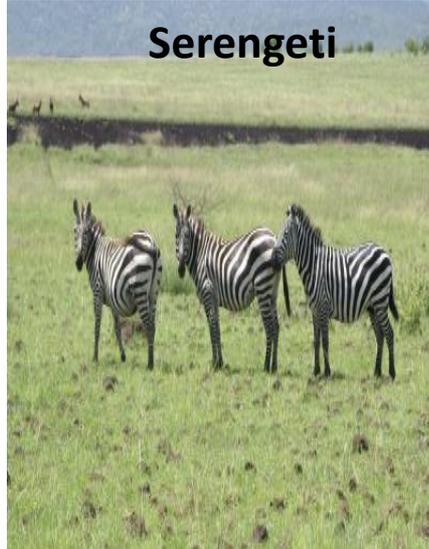


One Stretch Flight from Japan to African Tourism Destinations

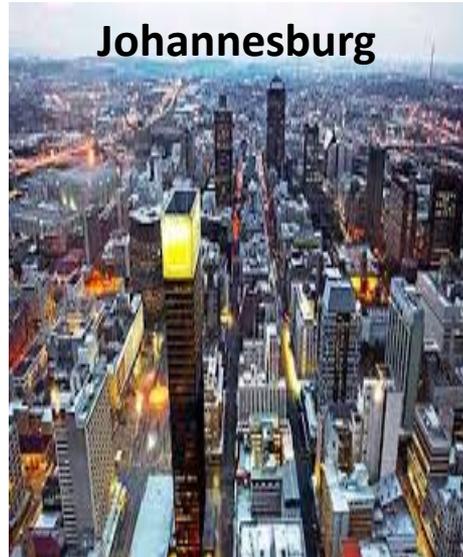
Zanzibar



Serengeti

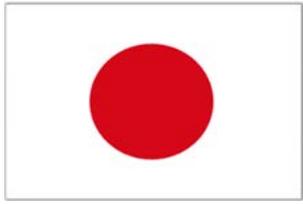


Johannesburg



Kilimanjaro





Arigato

ありがとうございます。

